

# 700A/B - Leadership of Human Endeavor -

16-1

F2F - 7/15/2004

*All things work together*

● **Norms - Respectfull**

● **Mission**

● **Leading/Managing**

● **Who Am I?**

@ ● **Be" versus "Do"**

Listen for a degree of engagement/detachment with your own story

Name - Dave "Louis" Underwood

results - What -

2 characteristics - How

Different Roles

Lead - Influence centric

Manage - control centric

Coach - Results

Mentor - Resource

Teach/Train - Information

Consult - observations....

Do -

ESALEN - Non-Traditional Learners - George /Will Shoots

FIRO-B - covered roles

## **Power Sources**

Position

1. Reward

2. Take Away

Person

3. Reverent

4. Expertise

Who Moved My Cheese? Adapting to Change

Memorable statement

Memorable question

## **Model for High Achievers:**

1. Drive - Conative Development (versus Cognitive/Psycho-motor/Affective)

2. High Confidence (power to do/power to learn) - Situational

3. Take Responsibility (Internal Locus of Control - ICOC - Viktor Frankl - Man's Search for Meaning)

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16-2

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4. Low Self-Esteem (how acceptable I think I am versus how acceptable I think I should be)

Problem with model - Unhappy people - 92% below 50 percent of the time  
"Learned Optimism" book, "[Authentic Happiness](#)" Martin E.P. Seligman

## Happy High Achiever

1. Discovering one Purpose is first step - Mission/Calling

New Coke Fiasco - revisit original mission .... summarize mission with word in the box (WIB) - Heritage, Real, Traditional - ex'ed out New Coke -

packaging reinforcements your emotional experience with the "product" (shoes, hair, finger nails)

2. Vision - Freeze frame of the future - enter your life at an emotional point and build from there

(language of coaches is questions, language of leaders is stories, language of managers is data)

3. Work has to be meaningful - it's not the job - it's the interpretation

4. Relationships That Give Them Energy -

5. Beliefs and Behaviors that gives them Peace - (X-1 pilot - make most critical changes in Peaceful air!)

6. Review, Renew & Recommit (not re-dabble) - it's a cycle, not linear - discipline

## Summary:

- \* It's all about relationships
- \* Inquisitiveness implies respect (care enough to ask)
- \* Happy-High Achievers have Vision

Who Moved My Cheese by Spencer Johnson (One Minute Manager)

## Who Moved My Cheese: The Movie

- \* "What Would You Do I You Weren't Afraid?"
- \* "When You Change What You Believe, You Change What You Do"



F2F - 7/15/2004

**Currency of Our Career (What Do We Exchange Our Life For?)**

- \* Money
- \* Brand
- \* Legacy
- \* Life Choices
- \* **Relationships**
- \* **Knowledge**
- \* **Fun/Feeling**

**Joel Barker - Power of Positive Vision (video)**

What's the difference between vision & goals?

Background - late 70s difficult times = need for positive view of the future -

**Fred Pollock** "Nation's Positive Image of the Future" vision is the result of dreams in action - significant success follows significant vision - Nations with vision are powerfully enabled -

**Benjamin Singers** - Vision to Control Their Future - pathway to progress -

**Viktor Frankl** - Man's Search for Meaning - All of those who survived had something significant to do in the future

- \* Visions are Leader Initiated
- \* Visions have to be Shared (shared community)
- \* Vision must be comprehensive & detailed (how/why/what... not generalities... so that everyone can know how they're going to participate)
- \* Vision must be positive & inspiring - must be worth the effort (huge and transforming)

8:44 PM

**Allison Powell:** hows the paper coming along?

8:45 PM

**Joe Bustillos:** ok.... briefly stalled

**Allison Powell:** i'm just starting, have my opening paragraph. I just got home from work and am having a tough time getting started. I don't really get what he wants us to do. Too many things in the description to talk about

**Joe Bustillos:** ugh

**Joe Bustillos:** but the important thing was whether you had fun last night

**Allison Powell:** i know, I don't know how i am going to get through this one

**Allison Powell:** I had a great time last night. Too much fun, didn't get a whole lot of sleep and it is not helping in this paper writing

**Joe Bustillos:** well, consider it an executive decision to have fun in the middle of the week.... especially after all the shit you've been having to do related to work, etc.

**Allison Powell:** i know, i haven't got to do anything fun in a long time. It was worth it, even if this paper is going to be crap. Oh well. He probably won't even read them anyways!

**Joe Bustillos:** that's the rumor

**Allison Powell:** i have heard that one too. Maybe I should just write a bunch of nonsense and see how i do, i would get done a lot quicker that way! 😊

**Joe Bustillos:** use those big words

8:50 PM

**Allison Powell:** I am very tempted, but too chicken to do it.

**Joe Bustillos:** damn

**Allison Powell:** what is the focus of your paper?

**Joe Bustillos:** actually i found some notes from our session with vance in the summer that i'm going to use

**Allison Powell:** are you just talking about your strengths as a leader and weaknesses and how you can improve

**Allison Powell:** I was looking through the vance stuff too, i forgot about all of those tests we took, pretty interesting stuff

**Joe Bustillos:** well all three and the silliness of trying to come up with one universal system of leadership

**Joe Bustillos:** just in that one day presentation there was a lot there

**Allison Powell:** I know, he was great. I wish he would have been our teacher for the whole class. I got a lot more from him in that one day than the whole semester with rhodes

8:55 PM

**Joe Bustillos:** well, back to work

**Allison Powell:** good luck, I will be up all night if you need anything

9:00 PM

**Joe Bustillos:** thanks... same here.... man, we have to quit meeting like this

**Allison Powell:** i know, i can't make it through the next day of work after the all nighters

10:10 PM

**Allison Powell:** do we need to site any references?



**Joe Bustillos:** your choice... from what i gather.... smoke 'em if you got 'em

10:15 PM

**Allison Powell:** also, if we use those inventories that we did earlier this year, do we site them?

**Joe Bustillos:** i would think so.... perhaps just the date that we went over the material.... etc.

**Joe Bustillos:** sorry.... brain fade

**Allison Powell:** no problem. How is your paper coming along? I have 4 pages, no references, oh well! 😊

**Joe Bustillos:** still stalled with the opening

**Joe Bustillos:** it's going to be a long night

**Allison Powell:** I know, do your opening at the end when you are done. I am pretty much just freewriting and then I am going to go back and cut and paste so it makes sense! 😊 We have til midnight tomorrow night, right?

10:20 PM

**Joe Bustillos:** don't know.... i'd rather not be thinking about this in another 24 hours

**Allison Powell:** I know what you mean, ok, now go get back to work. I will check on you in a few hours! 😊

**Allison Powell:** thanks for the help

**Joe Bustillos:** np

**Joe Bustillos:** hang in there cutie

**Allison Powell:** i'll try, I don't know if i can make it two nights in a row without sleep. I guess I will find out tomorrow

**Joe Bustillos:** i could call you at work tomorrow to make sure you haven't fallen over on the job

**Allison Powell:** that works. I have to do a dreamweaver training all day, so I will have people there to make sure I am awake. It is a very informal training, so maybe I will give them a big project and then go take a nap inthe back of the room! 😊

**Joe Bustillos:** just don't start snoring

**Allison Powell:** I won't, I will go into one of the sound proof teaching rooms!



**Joe Bustillos:** good idea

**Allison Powell:** ok, back to work

10:25 PM

**Joe Bustillos:** here's how bad my writers block is.... i just finished a survey form for macromedia just to get it out of my email inbox

**Allison Powell:** ok, you are worse than me. I have been writing a paragraph, play a game, write a paragraph...

**Joe Bustillos:** ok... back to work

**Allison Powell:** I have to play a game of bejeweled first, then I will write 😊

**Joe Bustillos:** too funny

**Joe Bustillos:** green tea time here

**Allison Powell:** uh oh, that could be dangerous

10:55 PM

Allison Powell has gone offline.

11:15 PM

Allison Powell is now online.